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FEBRUARY 1957

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A New President — See Page 5

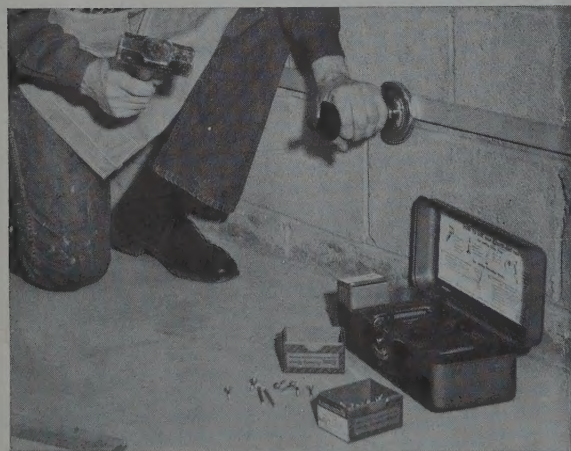
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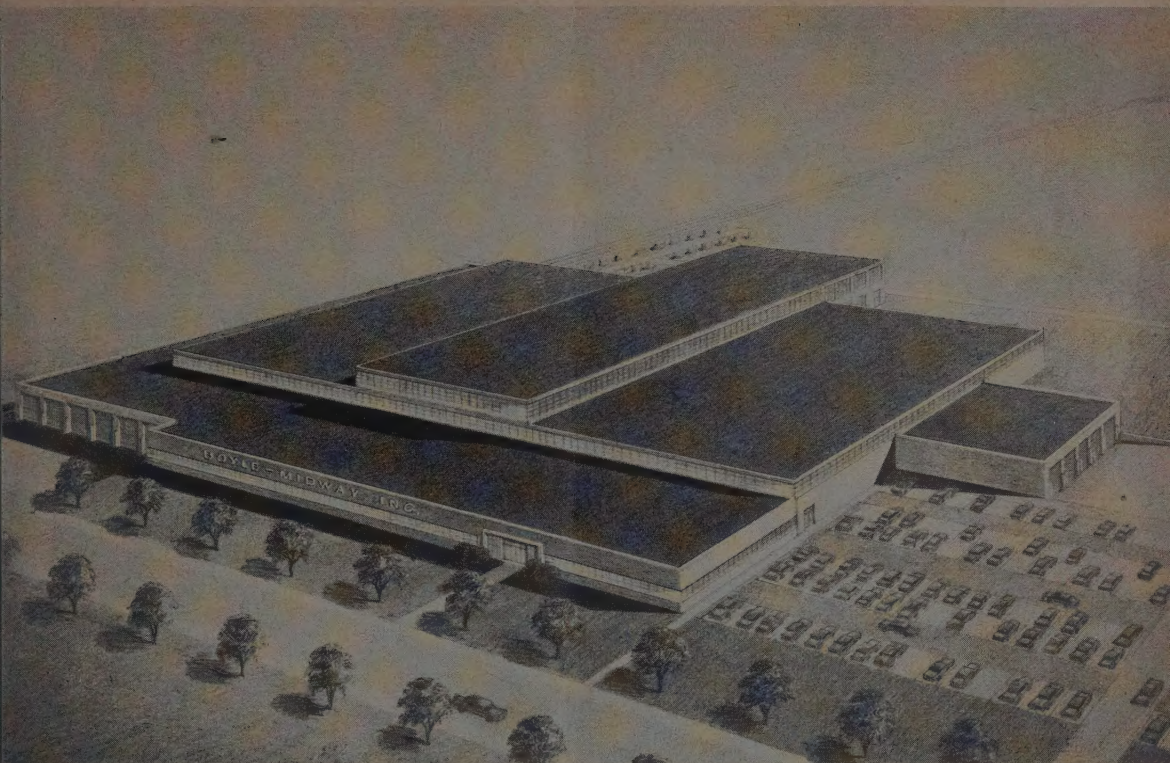
statistics of...

Chicago Business

	December, 1956	November, 1956	December, 1955
Building permits, Chicago	650	1,131	49
Cost	\$ 14,681,345	\$ 22,873,654	\$ 12,158,88
Contracts awarded on building projects,			
Cook Co.	1,250	2,008	2,29
Cost	\$ 92,474,000	\$ 77,929,000	\$ 59,152,00
(F. W. Dodge Corp.)			
Real estate transfers, Cook Co.	6,247	7,665	6,80
Consideration	\$ 6,008,223	\$ 5,609,006	\$ 4,908,63
Bank clearings, Chicago	\$ 4,932,790,878	\$ 4,875,540,349	\$ 4,698,985,36
Bank debits to individual accounts:			
7th Federal Reserve District	\$28,886,000,000	\$27,943,000,000	\$28,545,000,00
Chicago only	\$14,185,545,000	\$14,004,019,000	\$14,179,198,00
(Federal Reserve Board)			
Bank loans (outstanding) Chicago weekly reporting banks	\$ 4,022,000,000	\$ 3,943,000,000	\$ 3,506,000,00
Midwest Stock Exchange transactions:			
Number of shares traded	2,106,000	1,733,000	2,139,00
Market value of shares traded	\$ 67,064,655	\$ 72,770,556	\$ 70,953,51
Railway express shipments, Chicago area	1,200,718	1,032,120	1,310,33
Air express shipments, Chicago area	79,955	75,844	82,96
L.C.L. merchandise cars, Chicago area	13,786	16,080	18,22
Electric power production, kwh, Comm. Ed. Co.	1,757,151,000	1,677,324,000	1,690,879,00
Industrial gas sales, therms, Chicago	17,155,146	16,212,992	16,746,26
Steel production (net tons), metropolitan area	1,993,400	1,902,200	1,909,30
Revenue passengers carried by Chicago Transit Authority lines:			
Surface division	41,409,347	42,126,568	43,470,89
Rapid transit division	9,926,742	9,866,823	10,380,90
Postal receipts, Chicago	\$ 16,878,161	\$ 15,122,376	\$ 17,083,79
Air passengers, scheduled, Midway and O'Hare Fields:			
Arrivals	325,333	352,670	321,41
Departures	348,152	367,112	348,78
Consumers' Price Index (1947-49=100), Chicago	121.0	121.0	118.
Receipts of salable livestock, Chicago	481,976	475,520	599,79
Unemployment compensation claimants, Cook & DuPage counties	27,317	22,597	25,73
Families on relief rolls:			
Cook County	22,771	22,314	26,46
Other Illinois counties	13,858	12,613	15,12

March, 1957, Tax Calendar

Date Due	Tax	Returnable to
1	Annual information returns by shareholders, officers and directors of foreign personal holding companies	District Director of Internal Revenue
15	Illinois Retailers' Occupation Tax and MROT return and payment for month of February	Dept. of Revenue (Ill.)
15	If total income and Social Security taxes (O.A.B.) withheld from employee plus employer's contribution in February exceed \$100, pay amount to	Authorized Depository
15	File calendar-year corporation income tax return. Full payment or payment of first installment (50% of tax). Form 1120	District Director of Internal Revenue
15	File return and pay federal income tax withheld at source from non-resident alien individuals, non-resident foreign partnerships, and non-resident foreign corporations	Director of International Operations, Internal Rev. Service Washington 25, D.C.



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COMMERCE

Magazine

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in this

issue...

Over one hundred years ago the United States Supreme Court handed down a decision that established a legal principle which has come to life in the last decade or so to plague labor relations specialists. It's the subject for Frank M. Kleiler's article starting on page 13. Each of us seeks certain satisfactions from our job and the extent to which they are realized has a lot to do with the happiness and usefulness of our lives. Gaylord A. Freeman, Jr. (page 15), has reduced these satisfactions to ten primary classifications and discusses each.

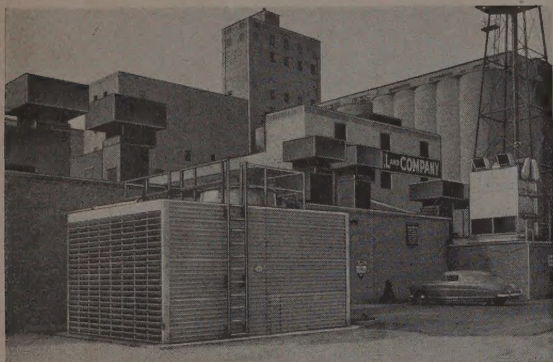
The steel industry has undergone a virtual rebirth in the last ten years and this, the steelmen say, seems to be just the beginning. What's been happening in the steel industry is explained by Keith Bennett (page 16). Looking for customers? Who isn't? The search has caused a steady growth for the mailing list industry which is the topic for the article by Mitchell Gordon on page 20.



Joseph L. Block (right), president and chief executive officer of the Inland Steel Company, was installed as president of the Chicago Association of Commerce and Industry for 1957 at the Association's annual meeting on January 30. On our cover Thomas H. Coulter (left), Chief Executive Officer of the Association, is showing him "Chicago's New Horizons," a special issue of COMMERCE scheduled for publication in June this year. It will project the future for Chicago area's commerce and industry. Looking on is John W. Evers (middle), President of the Commonwealth Edison Company, who has been president of the Association for the past two years.

Mr. Block joined Inland Steel Company in its steel mills in 1922. He transferred to the sales department in 1923 and was made an assistant vice president in 1927. He became a vice president and director of the company in 1930. He was named president in 1953 and became president and chief executive officer in 1956. Mr. Block is also a member of the board of directors of Commonwealth Edison Company and the First National Bank of Chicago. A native of Chicago, he was born here in 1902 and is a graduate of Harvard School, Chicago.

GAS AT WORK for Chicago's Industry



(Above) New malt house recently completed at the plant of Albert Schwill & Company, in South Chicago, showing louvered water cooling structure in foreground and automatic fresh air and recirculating dampers on roof. Huge silos for storage of barley and malt tower in background.



(Right) Large quantities of gas are used in the malt house to supply heated air at the desired temperature necessary for the kilning process.

Albert Schwill & Company, one of the large malt producing companies in the country, recently completed a radically new malt house which will not only increase plant production but process the prime barley more precisely. Designed for perfect control during all phases of the malting process, the plant is built like a machine to deliver thousands of bushels of top quality malt each day. Gas plays an important role in the operation by supplying the heated air for drying the malt.

THE PEOPLES GAS LIGHT AND COKE COMPANY

The Editor's Page

Inflation's Fall Guy

President Eisenhower in his report on the economic state of the nation made a strong plea for government, business and labor to cooperate in curbing inflation. His plea is well taken. Nothing is more inimical to the long run maintenance of prosperity than inflation, even of the creeping sort prevalent for the last two years. That business can do very much about it, however, is questionable. The greatest pressure toward inflation stems from constantly swelling governmental spending, of which the President's record high peace-time budget of \$71.8 billion is typical, and from the annual round of wage increases in excess of productivity gains being forced by organized labor.

Advancing taxes and wages permeate the entire economy, beginning with the cost of extracting raw materials and carrying through transportation, production and distribution. It is the unpleasant and increasingly difficult lot of business, however, to pass on the advancing cost burden on to the final consumer in the marketplace. The union leaders who set wage policy and the governments from the local city hall through the county and states and up to the federal government are not concerned with this onerous task. It is business which must face the consumer every time prices are raised. And in the last year competition became so tough as business tried to keep the consumer buying in record quantities at record high prices, that profit margins in most lines and aggregate profits in many were whittled.

This process cannot be carried very far or very long without discouraging the new investment by business that is so vital if the economy is to be kept dynamic and growing.

Quality and Quantity

Writing in the January issue of Harper's Magazine, John W. Gardner, president of the Carnegie Corporation, tells of "The Great Hunt For Educated Talent." It is a story of a shortage — and of an enormously important problem for which there is no easy solution. "Present demand for talent," writes Mr. Gardner, is not, as some people insist, a mere by-product of prosperity. It is the nature of our society that has turned up the wave of demand — the rapid rate of technical innovation and the social complexities that have come in its wake." He recalls that as recently as 50 years ago the only fields that required advanced training were medicine, law, the ministry and education. All has changed since then. Between 1870 and 1950 the number of professional workers grew three and a half times faster than the population. The most spectacular change has been in the demand for scientists and engineers. In 1870, they represented only three per cent of all the professional men, now the figure is 20 per cent.

Our educational system has grown vastly — even enough demand outruns supply. Higher education is

now available in more than 1,800 institutions. At the same time, only a relatively few of the institutions (148 in 1950) offer programs leading to Ph.D. degrees.

As we all know, there has been a tremendous emphasis on specialization. That was inevitable, in a technological age. But this, as Mr. Gardner observes, poses a dilemma — "... a world of ever-ramifying specialties soon cries out for generalists." Consequently, "... the most forward-looking of our colleges and universities are making active efforts to ensure that every specialist will build his specialty on a base of general education. . . . What the future is going to demand is specialists who are capable of functioning as generalists."

Mr. Gardner brings out one surprising fact. Our total expenditures for higher education now amount to only eight-tenths of one per cent of our gross national product.

Concluding, Mr. Gardner deals with the controversial question of quantity vs. quality. His view, summed up in his last sentence, is one that too frequently is overlooked these days. "Whether we shall have a steady flow into our leadership ranks of wise, liberally educated men and women with the creativity and the sense of values which the future demands — or whether we shall have a paralyzing flow of skilled opportunists, time servers, and educated fools — depends wholly upon the sense of values which guides our efforts."

Had Your Aspirin Today?

Monsanto Chemical Company, which late last year passed a milestone when it produced its hundred millionth pound of aspirin, regales us with the following cranium splitting information.

We Americans, 170 million strong, are currently consuming aspirin at the rate of 16 million pounds annually. Consumption is rising at a rate almost twice as fast as population. The one hundred million pounds of aspirin produced by Monsanto is equivalent to 115 billion aspirin tablets, sufficient to cure headaches for every person in the United States every day for more than one year. Figuring a cup of water to each two tablets, all of the water that flows over Niagara Falls in 35 hours would be needed to wash down that many aspirin tablets. Laid out in single file, tablets from the 100 million pounds of aspirin would reach a distance equal to one and one-half round trips to the moon.

Monsanto offers more on the intriguing subject of aspirin but leaves us with one gnawing question. What share of annual consumption occurs at this time of year when Christmas bills are current and the annual bout with Form 1040 impends?

Alan Sturdy



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Here...There... and Everywhere

• *Chicago Heart Fund Drive* —

The 1957 Heart Fund Drive of the Chicago Heart Association will be conducted throughout the month of February with the climax on Heart Sunday, February 24. On this date 52,000 volunteer workers in Chicago and Cook, Du Page and Lake Counties will assist in a three-hour, door-to-door campaign between one and four o'clock in the afternoon. This year's goal is \$910,000.

• *Instalment Credit Outlook* —

Instalment credit will increase \$2.1 billion in 1957 which is approximately the amount of the increase during 1956 reports Kenneth Wells, vice president, American National Bank and Trust Company of Chicago. Some \$900,000,000 of the increase will result from the expected continuation of a three per cent annual rise in the general price level for goods and services. An additional \$600,000,000 of instalment credit can be attributed to the growth of population and the balance of \$600,000,000 will result from increased unit sales of goods and services provided automobile sales exceed 1956 by at least 300,000 units.

• *Bourbon for Britain* —

While Americans have been drinking up Scotch at a \$68 million annual clip, the annual quota of U. S. whiskey allowed to enter Great Britain has been \$1,900 for many years reports Theodore C. Wiehe, president of Schenley International Corporation. The U. S. distillers hope that the recently relaxed British import regulations will reverse or at least even off this adverse trade balance.

• *Closed Circuit TV* — Closed-circuit television for industry and education will gain much momentum in

1957 and by 1960 it will outstrip entertainment TV in importance according to John R. Howland, General Sales manager of Dage Television. He foresees the industry's dollar volume passing the \$6 million mark in 1957.

• *Freight Car Backlog Down* —

The independent freight car building industry faces the new year with a backlog of some 55,000 cars to be built, as compared with 69,263 a year ago according to Lester N. Seligman, president of the American Railway Car Institute. A slightly greater number of cars are on the order books of the railroad shops. The availability of steel is the industry number one problem.

• *More Tin Cans Used in 1956* —

According to American Can Company the can industry produced a total of 40 billion tin cans last year. Each of the nation's families used a new high of 808 cans of food and non-food products in 1956, or about 110 million cans a day.

• *Wheat Export On Rise* —

Between September 4 and December 31 the United States exported 86,751,000 bushels of wheat, compared with 34,353,000 bushels in the same period last year according to economists for Cargill, Inc. For the whole year of 1956, Cargill estimates wheat exports will reach 400,000,000 bushels compared with 221,515,000 bushels in 1955.

• *Lumber Supply Tops Demand* —

The supply of lumber again exceeded demand during the third quarter of 1956, according to the 102nd Quarterly Report of the Lumber Survey Committee to the Secretary

(Continued on page 30)

Rock-A-Tilt suspension ensures easy operation, safe balance, maximum accessibility.

② High Style Hardware in brushed chrome combines spring latch, pull and label holder.

①

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Compartment when closed protects contents from damage or loss, eliminates dirt.

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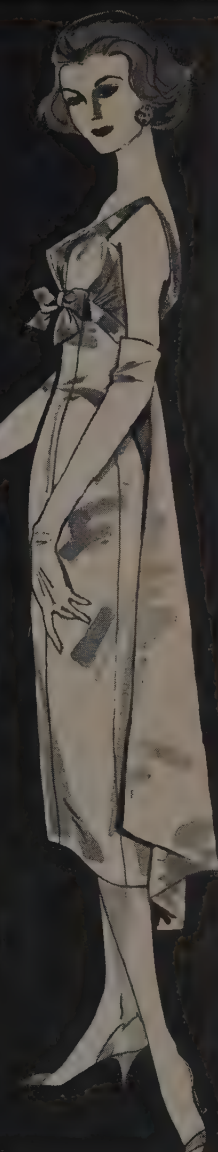
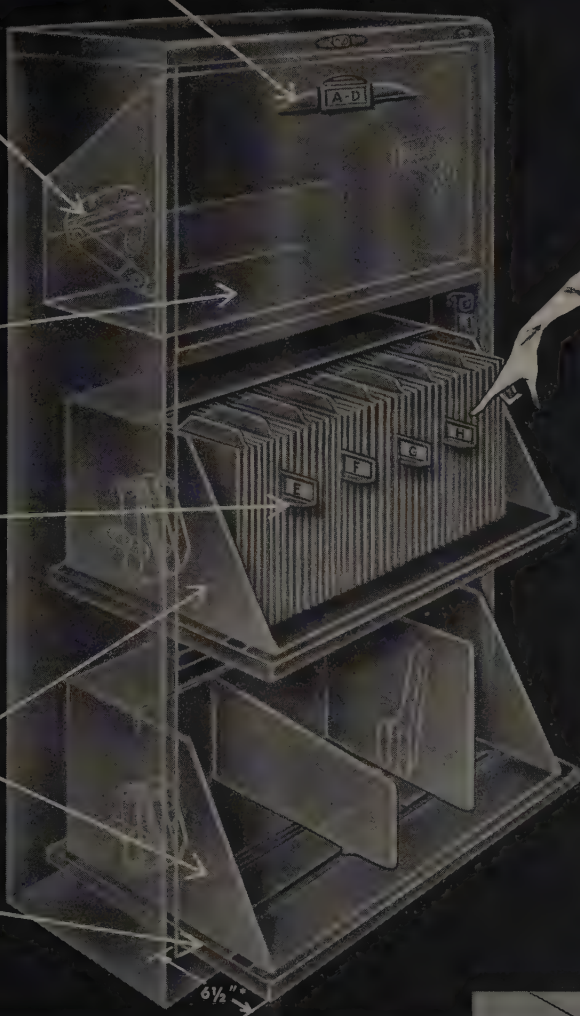
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Trends . . . in Finance and Business

• **Chicago—Tops in Home Building**—Chicago will take the number one spot in the nation's home building this year and it should be the pace-setter for several years to come. This is the prediction of Tom Lively, president of Centex Construction Company, Inc., which claims to be the nation's largest home builder.

"The unfilled demand for good housing is greater (in Chicago area) than in any other section of the country and people have the wherewithal and the earnings to buy the kind of homes they want. In this period of tight money, Chicago is being favorably considered in comparison to other major building areas because of the strength of its economy," says Mr. Lively. His firm has underway a 6,000 single-family-homes project in Elk Grove Village, 20 miles Northwest of the Loop. They expect to complete about 800 of the homes this year.

Centex selected Chicago for the Elk Grove project, "not only because of its projected population growth and industrial revolution but also because the percentage of veterans who have not used their V.A. loan privileges is higher (in Chicago) than anywhere else," reports Mr. Lively. Only 175,000 out of 1.1 million veterans in the area have used their G.I. privileges to buy homes.

• **Boom for Packaging**—The packaging industry will show a 30 per cent increase in volume in the next five years according to the packaging division of the American Management Association. This means that the nation's present packaging bill of some \$10 billion annually will rise to \$13 billion by 1962. During that period packaging's share of the gross national product is expected to increase from its current rate of 2.5 per cent to close to three per cent—

a reflection of the growing number of new products coming into the market and new uses for packages. The AMA estimates that during 1957 the average per capita consumption of packages reached 1,500—ranging from cigarette packages to refrigerator cartons—without including cellophane and foil. The total U. S. consumption for the year was 26 billion units.

In meeting the consumer's packaging needs the industry uses 99 per cent of the nation's cellophane production; 88 per cent of its metal foil or about seven per cent of the aluminum industry's entire output; 70 per cent of all glass other than flat glass; and 55 per cent of the paper and paperboard output.

• **Fastest Growing Industry**—1957 opens "it is manifestly clear that electronics is still the fastest growing segment of the U. S. economy," reports Chester D. Tripp, president of Television-Electronics Fund, Inc. He predicts that the electronic field will double the factor of demand for products and services within the next seven years.

The total output of electronic products, measured by factory price in 1956 is estimated at \$6 billion, from \$5.45 billion in 1955 according to Mr. Tripp. He anticipates a production high in 1957 of \$6.65 billion. Output of electronic equipment for the military is estimated at \$2.6 billion for 1956, an advance from \$2.2 billion taken by the armed services in 1955. The forecast for output for military use in 1957 is \$3 billion.

The area of electronics which contains the germ of largest expansion is that embraced by industrial and commercial applications, says Mr. Tripp. Approximately \$800 million

(Continued on page 39)

EFENGEE ELECTRICAL SUPPLY CO., INC.

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(Booths 95 & 98)

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Pre-emption: A Legal Story for Employers

By FRANK M. KLEILER

An ancient legal doctrine is making big news in labor relations and causing a stir among state legislators

THE United Mine Workers of America struck for recognition as bargaining agent for employees at a sawmill. Because this union had never complied with certain requirements of the Taft-Hartley Act, the election processes of the National Labor Relations Board were not available. The employer got a permanent injunction from a state court against union pickets. Last spring the United States Supreme Court ruled that the injunction was invalid. Lawyers sum up a 4,000-word Supreme Court opinion in the case in one word: "Pre-emption."

This decision was part of a series of more than a dozen cases in which the legal principle has made big news in labor relations and has also become important outside that turbulent field. Pre-emption presents practical issues for legislators as well as theoretical arguments among the intelligentsia.

It has brought headaches to some employers who in 1947 welcomed the Taft-Hartley Act's regulation of union activities. They began discovering pre-emption around 1953. They found that by defining union fair labor practices Congress had seriously limited the relief which em-

ployers could obtain from state courts in dealing with unions.

The chief executives of several states at the Governors' Conference in New Jersey last June proposed a resolution which represented a bitter attack on the Supreme Court for the line of decisions applying the pre-emption principle. Before it was adopted the resolution was amended into a recommendation to Congress to frame its laws in such a way that they will not be construed to pre-empt any field against state action unless Congress clearly expresses such intent.

Pre-emption Defined

Dozens of law review articles in the last two years have discussed pre-emption at length; at the risk of over-simplifying the proposition, it can be explained briefly as follows: When Congress legislates with respect to a problem within its reach under the constitution, it ousts the state governments of jurisdiction to act with respect to that problem. In other words, Congress pre-empts the field. The states retain jurisdiction only when Congress reserves their power.

Lawyers know that there is nothing new in this principle. Back in 1820 in a case called *Houston v. Moore* the Supreme Court repudi-

ated the "novel and unconstitutional doctrine" that states may legislate upon any subject on which Congress has acted, provided the state laws are not contradictory and repugnant to federal law. When Congress undertakes to legislate on a subject, the Supreme Court in effect said, it must be presumed that its legislation goes as far as Congress thinks right; state regulation going further is necessarily incompatible with the judgment of Congress as to how far the regulation should go.

The application of this ancient legal doctrine to modern labor relations began modestly with a couple of court cases in the 1940's. When Florida passed a law forbidding union business agents to operate without a state license, the U. S. Supreme Court struck it down on grounds that the state could not negate the Wagner Act's guarantee of the right of employees to be represented by unions of their own choosing. Next came a conflict in policy between the New York State Labor Relations Board and the National Labor Relations Board. The United Steelworkers of America organized foremen of the Bethlehem Steel Company and the Allegheny Ludlum Steel Corporation.

It was the N.L.R.B. policy not to find units of foremen appropriate for bargaining, and so the union

petitioned the New York State Board which approved union representation for foremen. Both companies challenged the authority of the state board, contending that the National Board's jurisdiction was exclusive. The state held that there was concurrent federal and state jurisdiction over these companies and that while federal authority is paramount, a state may exercise its power until the federal power is actually exercised in a specific case. Agreeing with the steel companies, the U. S. Supreme Court rejected the "concurrent jurisdiction" theory and ruled that as to representation matters covered by the national act, the states were completely ousted of jurisdiction.

Taft-Hartley Debate

Coincidentally, this decision came while Congress was debating the Taft-Hartley bill in April, 1947. Passed in June, that act for the first time forbade certain union conduct. It was denounced by unions as a "Slave Labor Law," but in the process of passing it, Congress considered and rejected a wide assortment of other more severe prohibitions against union activities. It is this circumstance which makes pre-emption important. Congress perhaps did not fully realize that it was doing so, but it thus supplied conditions for invalidating state action against unions. Organized labor having been denied the advantage of a favorable state board policy with respect to representation of foremen, employers were similarly to be denied the advantage of favorable state court policies with respect to regulation of picketing.

Within a few years after the Taft-Hartley Act became the law of the land, the Supreme Court had occasions to re-affirm the exclusiveness of N.L.R.B. jurisdiction. The high tribunal decided that the Wisconsin Employment Relations Board could not handle representation cases in industries affecting commerce or unfair labor practice charges against employers where the employer conduct also constituted an unfair labor practice under the federal statute.

The significance of pre-emption became more apparent in 1951 when the Supreme Court invalidated a Wisconsin law which made public utility strikes illegal and substituted

compulsory arbitration. The Court said that Congress had considered such a proposition in adopting the Taft-Hartley Act but had continued federal protection of the right to strike for higher wages and better working conditions. Even in furtherance of a desire to prevent interruption of public utility services for its citizens, the Court said, a state cannot take away this right to strike.

The big landmark decision, however, did not come until December, 1953, in the so-called *Garner* case. As in so many other momentous law suits, this one did not seem to be important in its origins. It was a fairly routine story. A small Pennsylvania trucking firm was picketed for recognition by the Teamsters Union. Only four of the 24 employees were union members. The trucking operations formed a link with an interstate railroad. Picketing was orderly and peaceful.

Two pickets were stationed at the employer's loading platform, carrying signs urging the employees to join the union. There was no strike, but drivers for other carriers refused to cross the picket line. As most of the company's interchange of freight was with unionized firms, its business fell off as much as 95 per cent. A state equity court held that the union's picketing was intended to coerce the employer into compelling or influencing the employees to join the union which would be a violation of the Pennsylvania Labor Relations Act. The court then issued an injunction. The union appealed to the Supreme Court of Pennsylvania, which held that the matter was within the jurisdiction of the National Labor Relations Board and that a state court injunction therefore was precluded.

Reject NLRB Contention

The employer obtained review by the U. S. Supreme Court, and that body reaffirmed the conclusion of the Supreme Court of Pennsylvania. The high court in its opinion rejected a contention that because the N.L.R.B. enforces only a public right the state court can properly use its equity powers when invoked by a private party to protect a private right.

"When federal power constitutionally is exerted for the protection of public or private interests, or both," said the U. S. Supreme Court, "it be-

comes the supreme law of the land and cannot be curtailed, circumvented or extended by a state procedure merely because it will apply some doctrine of private right. To the extent that the private right may conflict with the public one, the former is superseded. To the extent that public interest is found to require official enforcement instead of private initiative, the latter will ordinarily be excluded."

Untouchable By State

Not only was this conclusion a history-making enunciation of the pre-emption doctrine, but elsewhere the Court used some sweeping and significant language in making it clear that even if the picketing in the Pennsylvania case did not violate federal law, it would nevertheless be untouchable by the state. "The policy of the National Labor Relations Act is not to condemn all picketing," said the Supreme Court, "but only that ascertained by its prescribed processes to fall within its prohibitions. Otherwise, it is implicit in the act that the public interest is served by freedom of labor to use the weapon of picketing. For a state to impinge on the area of labor combat designed to be free is as much an obstruction of federal policy as if the state were to declare picketing free for purposes or by methods which the federal act prohibits."

Since the *Garner* decision the Supreme Court has on many other occasions held that state court injunctions against picketing were invalid on similar grounds. One of the more noteworthy was the *Anheuser-Busch* case, which grew out of rival claims to millwright work by the International Association of Machinists and the United Brotherhood of Carpenters and Joiners of America. The I.A.M. struck when the brewery company refused to renew a contract clause requiring the company to subcontract its millwright work only to contractors employing I.A.M. members. The company filed a charge against the I.A.M. with the N.L.R.B. but the Board found the charge lacking in merit. The company meanwhile sought an injunction against the I.A.M. in a state court at St. Louis, contending among other things that the union's conduct constituted an illegal restraint of trade.

(Continued on page 34)

What Makes a Job Worthwhile?

Ten elements determine job satisfaction
and influence the happiness of our lives

By

GAYLORD A. FREEMAN, JR.

EACH of us seeks certain satisfactions from our employment, and the extent to which they are realized has a lot to do with the happiness and usefulness of our lives. It is possible to reduce these satisfactions to ten primary classifications, as follows:

Money, opportunity to get ahead, pleasant working conditions, usefulness, respect, knowledge, power, challenge, independence and security.

The foregoing are not listed in the order of their importance. Indeed, each individual's make-up will determine the relative significance of each of these factors; no one can tell you which are most important to you. Yet, in most cases one or more of them will have some influence in determining what kind of work would be most rewarding.

Money: You will want money. Whatever field of employment you enter, you will enter it primarily in order to make a living. If this were not the purpose, it would not be employment but an avocation.

Yes, you want money—but how much do you want, and how much do you want it? It is relatively easy for a college educated man to make a living of from \$3,000 to \$5,000 a year. But it is extremely difficult to get rich. It has always been difficult to live very well, but it is much more difficult today. Inflation and the graduated income tax are primarily responsible for this situation.

Your chance of getting rich is very small. Yet, you do want to make

money and you should want to. Don't ever let anyone lead you to believe this is an evil goal. The Bible does not say that "Money is the root of all evil"; it says that "The love of money is the root of all evil" and so it is likely to be if it is a love to the exclusion of all other interests. As such it would likely lead to dishonesty and unkindness and certainly to a lack of genuine development. It is right that you should want some money but if you want to make a lot of money you must be prepared, first, to sacrifice almost all other rewards and, secondly, to give up all security and run the risk of hazarding everything in a business of your own, for it is virtually impossible to get rich through a taxable salary.

The opportunity to get ahead: Whatever field you enter, and at whatever level, you will probably want an opportunity to get ahead. Young people generally regard this as much more important than the older generation realizes. To most of us promotion is important as a satisfying reward in itself, as is the increased compensation that may go with it. As a result the prospect of such promotion is a goal that gives to work a constant purpose.

In appraising the opportunity for promotion that exists in a firm, consideration should be given to the obvious questions. Is the company dominated by one family which fills all of the top positions? Are the more desirable positions filled with older people brought in from outside the organization, or by promotion from within the ranks?

Real opportunity is not just the certainty of progress on the basis of

seniority. It is the chance for individual ability to be appraised and rewarded. This necessitates, first, an opportunity to exercise your own judgment and to act on it, which, of course, requires a delegation of authority and responsibility. Secondly, it requires an appraisal of the results of your exercise of this responsibility—an appraisal by someone with sufficient authority so that he can reward outstanding ability or withhold reward from one who is inept. This opportunity for advancement will be more important to some than to others, for some will not be willing or able to progress as rapidly in such an organization as in one which promotes men more on the basis of seniority.

Pleasant working conditions: While "working conditions" may sound like a term applicable only to factory employment, the physical, emotional, and social conditions in which we work are important to all of us. The physical conditions of good lighting, ventilation, heat, air-conditioning; proximity of transportation, good restaurants, and shopping centers; reasonable hours, and good equipment, have real importance. But working conditions extend beyond these elements to the general attitude of the employer, the interest of superiors in your general well-being outside the office as well as your progress in the organization, congenial co-workers and, beyond all else, the dignity and respect accorded you by all with whom you come in contact.

Usefulness: Most persons will be influenced by money, opportunity

(Continued on page 35)

The author is a general vice president of the First National Bank of Chicago. This article has been condensed from his address before a group of college students.

New Products, Techniques Spark Steel

And it's all a mere technological curtain raiser to a new era

American industry has grown like a weed in a melon patch since the end of World War II. Booming petroleum, petrochemical, aviation, even coal, have made their pre-1945 output as obsolete as the spring-wind doorbell.

The struggle to cut steelmaking costs, up steel output, produce a better end product for the new planes and the new refineries and new mining machines is making steel prob-

ably the most dynamic industry of them all. In ten hustling years a new steel industry has been born. It's not been mere change or expansion — steel has gone through a revolution.

Hardpressed for capital, steelmen have worked a production miracle with the money available. The same blast furnaces produce more iron, the same open-hearth furnaces pour more steel. Rolling mills roll it into

sheet at speeds exceeding a mile per minute. A strip rolling mill may roll 300 feet per minute while squeezing steel flat with pressures of 100,000 to 300,000 pounds per square inch. And this is a mere technological curtain raiser for what is still to come.

Along with the accelerating pace in technology of steel production has come a host of new products: the wide-flange structural; the new high alloy steels; the leaded steel bar for faster machining in the steel buyers' machine tools; galvanized sheet which outperforms the old dipped product in nearly all applications; plastic coated steel sheets; steel flooring for buildings; steels that can be drawn into military cartridges, replacing the old brass cartridge.

Vacuum Melting Techniques

With the advent of vacuum melting techniques, new alloys will solve the high heat problem of jet engines and aircraft that fly three times faster than the speed of sound. There will also be new steels of unexpected strength, light weight, and resistance to heat.

From the new taconite developments back at the mines to the new packaging methods that protect steel enroute to the end user, the steel industry has undergone a virtual rebirth in the past ten years. And this, the steelmen say, seems to be just the beginning.

Steelmaking is simply the process of reducing iron ore to liquid iron in a blast furnace (one of these costs about \$13,000,000); the liquid iron is charged with an equal amount of steel scrap into an open-hearth furnace. (Cost for an open-hearth furnace: probably in excess of \$800,000.) The steel, after six to eight hours in the open-hearth furnace, is poured into ingots and these are rolled



The "jet tapper," now in general use in the steel industry, has an explosive charge which is fired into the fireclay stopper when the steel is ready for pouring. Formerly the hard plug was cut out by hand. It made tapping a furnace a longer, hotter job and the results weren't nearly as neat

Inland Steel Company photos



New techniques have increased production of some furnaces (left) 10 to 20 per cent

Revolution

claim steelmen

By

KEITH BENNETT

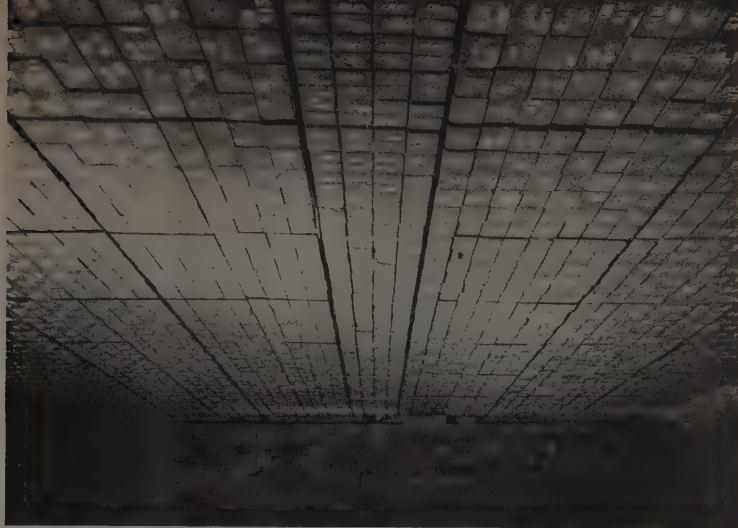
to billets or slabs on a primary mill. Inland's new slabbing mill represents a \$60,000,000 outlay.) These semi-finished forms are then rolled in secondary and finishing mills into cold rolled sheet for autos and appliances, hot rolled sheet for auto frames, tinplate for "tin cans" (this latter is still a growing steel market despite the advent of the tinless can), or structurals, or oil well casing, or heavy plate, or what-have-you. The trick is to by-pass or shorten any of the basic processes to get more steel in less time without heavy purchases of new equipment. That struggle, besides putting a few more grey hairs in many a steelmaker's thatch, is giving today's steel mill a "Buck Rogers" look.

The job of the blast furnace is to produce liquid iron from iron ore, adding limestone to capture the impurities in the ore and coke to provide a source of heat. Some steel scrap may be added as well, to "sweeten the melt." Chicago's own Inland Steel is a case in point. In 1948 Inland had eight blast furnaces pouring hot iron. Today Inland still has the eight blast furnaces, but has added a "ghost" furnace in the increased output of the original eight, which now produce as much iron as a new blast furnace had been built. This process of lifting a blast furnace's output by its own bootstraps is done in a number of ways.

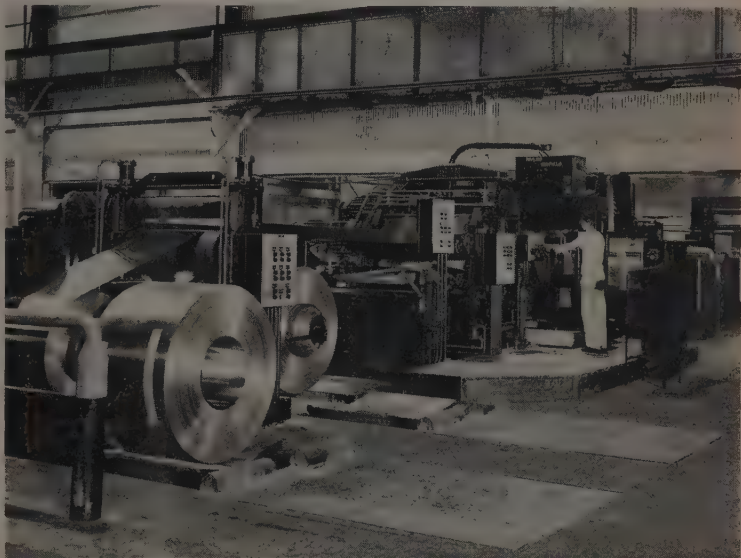
Oxygen is added to the hot air that constantly blown through a blast

(Continued on page 22)

This 5-stand cold mill provides a smooth high-finish to the steel at Acme Steel Company



A completed section of the flat suspended roof (looking through the center of the furnace) in one of the furnaces of the Keystone Steel & Wire Company. With the suspended roof the furnace can be hotter, melt faster, and produce more molten steel in the same melting time as the conventional open-hearth furnace



An electrolytic tinning line of United States Steel Corporation. It has a capacity of 1,000 feet per minute, almost a 50 per cent increase over the capacity of the line installed in 1935. By next June, U.S. Steel will have another line installed that will have a capacity of 1,250 feet per minute.





Serving for more than 63 years as a familiar and dependable guide on Chicago's skyline, the Illinois Central Railroad station clock has been retired. A recent Chicago windstorm damaged the hands and works beyond repair. An electric clock will take its place

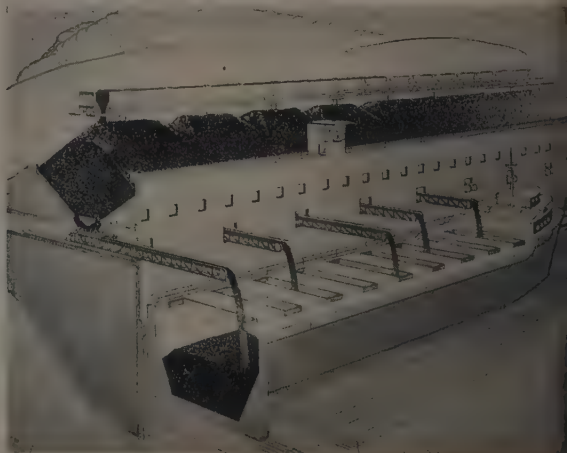


Dr. S. Frederick Kapff (second from right) receives congratulations from Standard Oil (Indiana) vice president Samuel A. Montgomery for his invention, an end point recorder to determine fuel vaporization temperature. Also from Standard's engineering research department are George W. Watts (left) and Dr. Robert Jacobs



Above, this driver is a customer of the National Bank of Hyde Park in Chicago. He has just driven his car onto the bank's newly installed electronically controlled automobile turntable. His car will now be turned toward a teller's cage where he will contract his business and drive on out without having left his car. The drive-in facility is located on a lot adjoining the main bank.

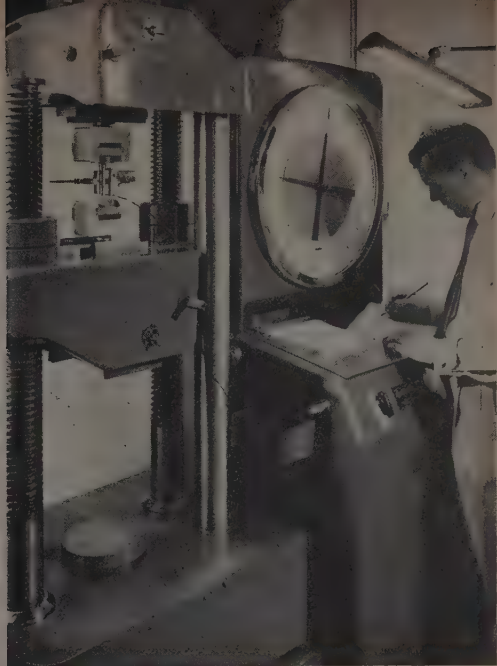
A new system of 25 shuttle belt conveyors, designed and built by Link-Belt Company, will load taconite pellets at Erie Mining Company's Taconite Harbor, Minnesota, port facility. It is said to be the first of its kind ever used to load Great Lakes ore vessels



Highlights



The Greyhound Corporation has inaugurated a new joint air and shipping service for 6,000 U. S. communities. Two air freight forwarders and 16 of the nation's scheduled airlines are helping Greyhound provide this new service which began January 1, 1957.



La Salle Steel Company has developed a new process called "e.t.d." (elevated temperature drawing) for the production of materials with a unique combination of physical and mechanical properties. Above a technician tests some of the materials after processing.

Eight restaurants similar to the one portrayed in the scale model now are programmed for Illinois' toll highways now under construction. The restaurants will serve both roadways and patrons will be able to watch the flow of traffic beneath them as they dine.



Typing of more than 900 pages is eliminated by 2,400-foot tape which carries quarterly Social Security information of 30,000 General Electric employees. The tape is prepared on computers at same time the payroll is being run off. It is then forwarded to the government office in Baltimore for processing. Holding the two-pound tape above is John L. Ogle, GE employee who suggested the labor saving procedure.

Mail List Industry As Others Hunt

By

MITCHELL GORDON



\$200 million spent yearly for special mailing lists

Above is a collection of some of the mailing pieces sent out by the Reuben H. Donnelley Corporation in the last year. Below are two of their mailing operations: affixing addresses, and stuffing and inspection

SOME months ago a big paper manufacturer was getting ready to introduce a new line of high-quality paper napkins. He'd never sold this grade of paper napkins be-

fore but he strongly suspected he'd find at least one good market for among medium class restaurants that were neither so fancy as to be devoted entirely to cloth napkins nor so cap-



rosper Customers

as to be satisfied with dispensers
ne. He wanted to reach these
pects with specially prepared
s literature to be sent them di-
ly through the mails — but where
he going to get their names and
resses?

The paper maker got exactly what
wanted from R. L. Polk & Com-
ny of Detroit. The list Polk pro-
ed some 150,000 restaurants
oughout the U. S. — approximate-
50,000 fewer than the total of all
aurants known to Polk at the
e. It cost the paper maker \$15 a
sand for the list. Included in
k's price was the cost of address-
all the envelopes.

Polk's was no extraordinary serv-
It is a printing establishment, to
sure, and famed as well for its
mpilation of automotive statistics
its publication of thick, color-
y bound city and bank directo-
. But it is also a provider of mail-
lists of all kinds. Its current
alog of lists, for example, contains
r 6,000, ranging from abattoirs
e entire list of 160 slaughter-
ses being offered for \$9) to zo-
gical gardens (41 for \$5). And it
prepared to put together as many
re as its clientele requires.

About 40 Firms In Industry

Though it is one of the largest
mpilers in the nation, Polk is by
means the only commercial sup-
r of names and addresses. George
Rumage, Director of the Direct
il Advertising Association of New
k — the largest group of mailing
users in the world, figures there
at least 40 such list compilation
ses in the country, including two
er heavyweights, New York's W. S.

(Continued on page 25)



Above, two of the operations at R. L. Polk & Company's Baltimore plant: Top, feeding and loading addressograph machines; and bottom, keeping 25,000,000 address plates and stencils up-to-date is a daily task. Below, mailing pieces are automatically folded to specific size for addressing or finishing purposes by this battery of folding machines



Steel Industry

(Continued from page 17)

furnace to keep the coke burning hotly. An added wrinkle is adding steam to the oxygen. The hot air being fed to the furnace is preheated to a higher temperature. This also boosts the furnace rate of hot iron output. Coal for the coke is washed, sorted, and then blended with the care used by a Kentucky Colonel in his private distillery. The resultant extra-firm coke allows more air flow up through the furnace with a consequent advance in the reduction of the iron ore to liquid iron and slag. Ore fines, small pieces of ore that could slow down the passage of air through the furnace, are baked into larger blocks, again to promote air passage up through the furnace. Simple as all this sounds, any two of these techniques used in combination, can boost the daily output of a blast furnace by 20 per cent.

A late wrinkle, still in the testing stage in at least 28 installations, is the high top pressure cap for the blast furnace. This costs \$1,000,000. By combining all of these innovations, it's hard to say how much the capacity of a blast furnace would climb, but it's a good bet that Inland will begin doing something like that in 1957 or early 1958. Thus it is

possible to boost iron output by at least 20 per cent per furnace with little additional cash outlay. This high top pressure equipment can be installed at about 1/12 the cost of a new blast furnace.

Iron becomes steel in an open-hearth furnace or a Bessemer converter. The second has passed out of general use. It was the huge barrel shaped device that shot spectacular fountains of fire, once regarded as the symbol of the drama of steelmaking. Hot iron was poured into the converter and air blown up through it. The air, burning out impurities, produced the column of flame. In the past three years, the converter has returned, in a radically new form. In vessels holding 40 tons or more of molten metal, molten iron is poured and scrap is added. Oxygen under pressure is played over the surface of the metal from a hollow lance, rather than the old system of blowing air up through the liquid metal from holes in the bottom of the converter.

The open-hearth furnace is equally capable of gains when oxygen is blown into the molten contents of the furnace. Inland credits oxygen in the open-hearth furnaces with a

quarter-of-a-million-ton gain in steel output during 1954. Oxygen, 95 per cent pure, is blown through the furnace nozzles to enrich the oil fuel flame during melting of the furnace charge of scrap (each heat of steel usually is made up of 50 per cent molten iron, 50 per cent steel scrap). Once the furnace charge is completely liquid, oxygen is blown through another hollow lance at a point just beneath the surface of the liquid melt. The use of oxygen conservatively, can increase the output of an open-hearth furnace by nine to ten per cent. It's a good investment. So good, that sales of steel mills of oxygen producing equipment are soaring.

Open-Hearth Innovation

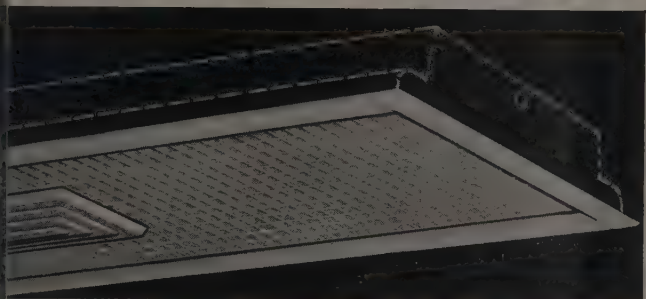
U. S. Steel's South Works has fathered an open-hearth innovation that may be as revolutionary as the original steel industry switch from the Bessemer converter to the open-hearth furnace. South Work's contribution is the all-basic brick open-hearth. With the all-basic it is possible to increase the daily output of an open-hearth furnace by as much as 20 per cent, while reducing the amount of fuel consumed. Most open-hearths consume Bunker C, heavy oil that is fairly inexpensive or natural gas when they can get it, but fuel costs are nonetheless an important factor. The conventional open-hearth furnace uses an "acid" brick in its roof and sides. The all-basic uses a suspended roof (each brick hangs from an individual hook from an overhead frame). The basic brick can stand considerably more heat than can acid brick. The furnace can be hotter, melt faster, produce more molten steel in the same melting time. Chief objection at the moment is the higher cost of the basic brick and the special construction needed over the furnace roof. On the other hand, the all-basic lasts longer and produces more steel, so it's touch-and-go as to which type of furnace is more costly to operate over the 300-500 degree range of temperatures of steel that can be poured before a furnace roof must be replaced.

The all-basic already has strong advocates. Keystone Steel & Wire after experimenting for three years is now converting all four of its open-hearths to all-basic furnaces. Steel from the new "oxygen vessel" versus steel from open-hearth fu-



A 46-inch blooming mill at Inland Steel

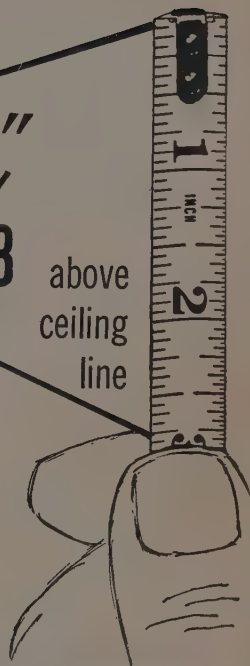
new *Thin-Lite* LPI **TROFFERS**



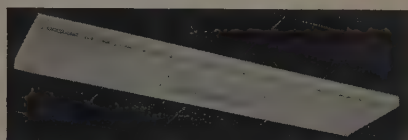
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shielded luminaires

now at **Englewood**

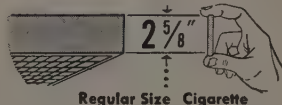
only **2 $\frac{7}{8}$ "** above
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line



- ideal for shallow ceiling slabs of new buildings
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- allows more duct and head room in suspended ceiling modernization of old buildings
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Regular Size Cigarette

A modern surface-mounted fixture so
shallow it actually creates a
semi-recessed effect!



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naces of the new type can't be reliably compared as to cost. An open-hearth furnace can produce 300 or more tons in a single melt; most of the oxygen vessels handle less than 100 tons. With the skyrocketing demand for steel that is foreseen for the Chicago area, it's unlikely there will be any considerable replacement of open-hearths by oxygen steel-making vessels. Acme Steel plans to use a combination of liquid iron produced in a cupola and some type of converter. This would result in a lower initial capital investment. Chief difficulty with the cupola-and-converter combination to produce steel is that the massive tonnages needed by large mills would require a considerable number of units. That means higher space and handling costs later on.

Coming along is the relatively new "H-Iron" in which the oxygen in iron ore is chemically removed by treatment with hydrogen. This is an aid to the blast furnace in producing liquid iron or pig iron for the open-hearths, but it requires low priced natural gas and ore that doesn't have

too many impurities other than oxygen. It will not remove "inert" materials such as silicon and manganese. It's a help but no more than that at present.

The steel rolling mills are progressing as rapidly, or faster than, advances in hot metal techniques. The system with a lot of promise is continuous casting of steel billets. A relatively inexpensive casting machine pours out a continuous steel billet or slab, eliminating a giant slabbing mill such as Inland's projected \$65,000,000 giant. The steel is poured as a semi-finished article and can be fed directly into the finishing mills. The process has worked well with stainless and other higher cost steels. Thus far, it's been impossible to produce sufficient volumes of steel by this process to make it profitable in standard, low-carbon steels. Koppers and Continuous Metalcast in the United States and Atlas Steels Ltd., in Canada, have carried this well past the pilot model stage. But the slabs produced thus far haven't gone much over six inches high by 24 inches wide. Inland

Steel has estimated that it would need a machine pouring two 8 x 1/2 inch slabs simultaneously to keep up with demand for slab from its finishing mills. The process is coming and is already in use for some non-ferrous metals and the more expensive steels. Steel pours out of a water cooled mold and is sliced when a slab is the desired length and more steel keeps coming. The payoff: no molds are needed, no ingots or ingot reheating furnaces are required, and no expensive slabbing or billeting mills are needed.

Thinner Coatings

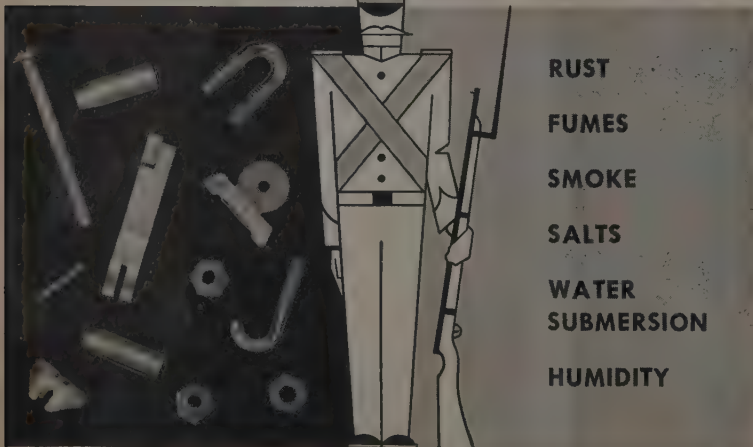
Once galvanized sheet was dipped into pots of molten zinc after being cut. The process was slow, the thickness of the zinc coat couldn't be controlled, and it was difficult to be sure how well the thick coating would adhere. As of 1956, almost without exception, steel sheet is run through a dip tank as a continuous coil of steel moving at tremendous speeds. The coatings are thinner, can be controlled in thickness, and adhere better to the steel.

Tinplate was hot-dipped, in much the same manner as galvanized sheet. Now, it too, races off huge continuous lines, the tin coating is deposited electrolytically, and can be varied in thickness to exact buying specifications. The tin savings are enormous and of critical strategic value. The thickness of tin may vary from one side of the sheet to the other. A can may have three times as much on its outside where protection from oxidation is of prime importance, as it has on the inside where an additional coat of lacquer protects the tin surface from the contents of the can itself.

The old steam-powered mills have virtually disappeared. They've been replaced with electrically powered mills with resulting increases in speed and reductions in upkeep. Because of the extreme high speeds of many rolling mills, it's been necessary to use electric motors if only to keep all of the mill stands operating at carefully graduated speeds. At the speeds of most modern mills a pileup at one of the mill-stands would be disastrous.

With advances in rolling techniques, quality control has improved steadily. Like the movies, steel is better than ever. Though some critics will disagree on the present

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us of the movies, most steel users see the product is measurably better. Continuous Beta ray and electric gaging insure the uniformity of a coil of steel in every one of its dimensions, all the way through the mill. The mills are even using television cameras to intensify the continuous inspection of the steel while it is being rolled. U. S. Steel, here in Chicago, is one of the pioneers in this development.

High speed movie cameras are used to study methods of pouring molten steel so as to avoid entrapment of air, or to study the effect of a mandrel as it pierces a solid column of steel to produce seamless piping. Radioactive molecules are being used to check the interior of an ingot and X-ray examination of many kinds of steel products is increasingly common.

High speed rod mills, higher speed primary mills to produce slabs and sheets, continuous tinplate lines, continuous galvanizing lines, higher speed strip and sheet lines—in all of it, Chicago mills, spurred by the high steel consumption, are among the first to experiment with the new techniques.

Steel is a weapon, and there are those who say that in these times of world wars that steel and oil are the most important weapons of all, then the U. S. weapon is bright and sharp. More important, it grows stronger. At the present point of world history it is faster rate than it has at any time in the past. And the pace is accelerating.

Mailing Lists

(Continued from page 21)

ton Inc. and Chicago's Reuben Donnelley Corporation.

In addition there are more than a dozen list brokers throughout the nation seeking out and marketing private lists already in existence, such as the subscription list of a gardening magazine that may prove useful to sprinkler salesmen or the list of persons with a department store charge account who may be susceptible to an offer of dancing lessons on a cash-payment plan. All in all, Mr. Mage figures, the nation is currently spending close to \$200 million a year for the use of other peoples' mailing lists, specially compiled and sold. It is naturally born in the course of

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some human endeavor—commercial, philanthropic, or simply social.

Dealers in lists claim this total expenditure for other folks' names and addresses has been rising almost without interruption since the end of World War I, though they've no figures to go on except their own private individual experiences and the publicized nation-wide investment in direct mail advertising as a whole. Statistics on the latter, for example, indicate the U. S. last year spent close to \$1.5 billion on direct mail advertising (inclusive of list-buying) compared with just over \$900 million in 1950, less than \$500 million in 1947 and less than \$300 million in 1939. And the pay-out is almost certain to soar, overall and on lists themselves, as competitive selling gets keener and the merchandiser's message is beamed more and more scientifically toward its best possible audience.

Mailing lists may consist of anywhere from one to 47 million or more different addresses. For example, the New York firm of Fritz S. Hofheimer offers three "lists" composed of but one name apiece; priced

at \$5 each, they cover what is claimed to be the only lion farm, the only dealer in spare parts for Model T Fords, and the only maker of body armor in the U.S. Quite at the other extreme is the Donnelley Corporation of Chicago, which offers up to 47 million addresses for "occupant" mailings at a total cost of \$560,000; it generally has two or three takers a year.

Mailing list prices are generally quoted in terms of so many dollars per thousand names. The range in rates, as a rule, is a comparatively narrow one. It seldom goes below \$10 per thousand or above \$30. The most important factor in determining the specific rate is the difficulty (and laboriousness) of duplicating the list on one's own. For example, Dunhill International List Company, Inc., of New York lets its list of steel fabricators go at just \$7.50 a thousand but seeks \$35 a thousand for the names and addresses of 30,000 leading executives in the nation's largest firms.

Quality of the names, whether they are people who've actually purchased a product or simply enquired about

it, will also influence the price of list. For example, the Lewis Kle Company of New York offers names of mail order buyers of rose bushes for \$15 a thousand but asks only \$12.50 a thousand for folks who merely asked for additional information about the offer. The value of list may also vary according to age. A list that hasn't been used a year, for instance, will probably sell at a discount compared with one used more recently because the latter is likely to have considerably less deadwood left in it.

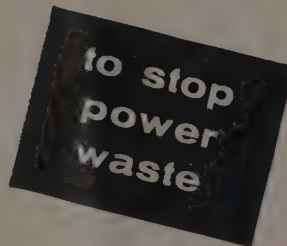
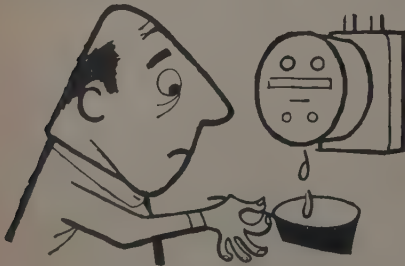
Price Influenced

How a list is provided, physical or otherwise, has an influence on its price, too. Lists furnished on gummed labels are usually about \$2.50 a thousand less than one provided in the form of addressed envelopes since it costs the user about that to put them on the mailing piece. Even the intended use of a list may have some effect on its price. A magazine publisher may ask more for his list from a fund-raiser than from an ordinary advertiser if he thought the fund-raiser might prove something more of a nuisance to those on his list.

The possessor of a private list ordinarily maintains full control over its use even when he permits a broker to merchandise it. He may, however, demand a peek at the literature to be sent out, to make sure it's in good taste and not too competitive with his own activities. Yet, many a list owner finds it worth the trouble. A list that sells for \$15 a thousand will generally cost him no more than \$7.50 a thousand to type on gummed labels and even less to stamp on envelopes if he has the plates, leaving him a profit of at least \$5 a thousand—or \$50 for the minimum 10,000 names needed to make a list—but the most unusual list interest is to most brokers. The customary commission for brokers is 20 per cent of the price to the customer.

One list may be merchandised as often as 25 times a year and, depending on its length, bring in as much as \$50,000 to \$75,000 net per annum. In addition, the list's more frequent usage can help keep it fresh since most list providers promise to mail good, in one way or another, for undeliverables, thus affording an opportunity for a constant weeding of the list.

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On the other hand, too frequent use of a list can "sour" it by wearing the patience of recipients so thin they begin to toss advertising mail in the waste basket unopened. To avoid this danger brokers and compilers generally limit a list to but one use a week, at the very most. Many times, depending often on the last user's or the list owner's own inclination, a list may be limited to no more than one usage a month or less. Chicago's George R. Brynner Company, for example, tries to limit the use of any one of its lists to no more than nine times per year.

What's to stop a list customer from coming right around and making use of names he's just paid for available to others at a lower cost or at no cost at all? Nothing whatsoever, if the list customer has actually purchased the list outright. Compiled lists are often provided on this basis, especially if the compilation house can't believe demand for the list is great enough to justify its retention and continuous updating. However, a sale is seldom an exclusive one; the compilation house is free to sell the same list to someone else, too, unless he's signed a specific agreement promising not to do so.

New List Created

Naturally, once the user of a list has harvested the replies to an offer, he has created another, entirely new list with which he can do as he sees fit without any fear of competition in the compilation house. A company will frequently earn enough through subsequent merchandising of a list so generated to offset a very substantial portion of the cost of its initial mail campaign.

On the other hand, great many lists however are sold but "rented." That is, they're made available for a single use only. To use it a second time, the user has to pay the fee all over again. And just to make sure he can't use it more than once, the list owner himself addresses the envelopes. Where the list owner proposes the list in the form of gummed labels delivered to the hirer, the labels will contain "dummies" that end up in the list owner's hands and thus provide him with means for keeping up on the frequency of use.

A written contract between the provider and the list user — plus

a reasonably well-disciplined mailing list industry — provide means of retribution against the ill-doer. Mailing list brokers themselves, for example, are organized into a national council which not only establishes a code of ethics for customers but lays down the law to brokers as well. Violators of the mailing list agreement, if not actually brought to court, may find the going rough should they attempt ever again to hire or buy a list from a broker or a compilation house.

Lists need not be bought in their

entirety and it is often advisable for the interested party to test it first so as to be reasonably sure the list will work for his particular purpose. For example, a printer attempting to solicit business among real estate firms may prefer to take only 1,000 names and addresses for testing purposes at \$17.50 a thousand before ordering all 77,000 currently on the market.

List compilers, like Polk, Donnelley and Ponton, issue catalogs at least once a year to detail their offerings. Brokers make their offerings known from day to day through the circula-



"NOW, WHAT WAS THAT SUPPLIER'S NAME?"

"I just couldn't recall the name of that supplier — so I looked in the Yellow Pages and found him in a hurry!"

Everybody looks in the

**YELLOW
PAGES**



tion of standard index cards that can be readily filed and replaced as new ones come in. Each broker keeps to his own color scheme so his cards are readily recognizable. Each card is devoted to a single list and gives a complete profile of the list.

List customers frequently set up their own list requirements. For instance, a manufacturer of building materials learned from a market survey that most of his customers for shingle roofing were home owners who'd either purchased their homes new at least 15 years before or had a roofing job done at least that long

ago. A supplier of lawn mowers found his best customers were folks who owned their own homes for at least three years and had at least 7,500 square feet of ground of their own surrounding the structure. A trade association of carpet makers discovered the best prospects for new carpeting were folks who'd been in their homes less than three years and had incomes in excess of \$7,500 a year. Compilers supplied all three of them with lists to meet those specifications.

Such lists, designed to meet the specific needs of a given client,

needn't be expensive if enough additional users can be found for them. For example, a compilation house that started off providing a list of newly promoted executives some time ago for the publisher of a new magazine began by charging over \$200 per thousand names. Today, because the list has generated a large following, it goes to its price claimant—the publishing house—and to others for approximately one-tenth the original price.

Most lists, other than those created in the normal course of business operations, are compiled from directories of various types. One of the most useful of such directories is the classified section of the telephone book. These books are readily obtainable by anyone. The American Telephone & Telegraph Company periodically publishes a price list of telephone books it has for sale, many of which cover territory not in its system. It has two volumes listing the telephone numbers in Italy, for example, for just \$16.50 complete.

Raw Material

Trade and professional associations, commercial establishments and social clubs also contribute to the flood of raw material from which lists are made. One reason list providers turn to the professional list provider is because of this plethora of material and the costliness of culling it. And even the list provider will frequently limit his field of endeavor rather than spread his resources too thin.

For example, New York's National Birth Record Company deals almost entirely with the coming generation—not just babies, though they're the main concern, but in the names of engaged and married couples as well. Its most expensive list is that of expectant mothers, whose names sell for \$25 a thousand. Once the baby is born, however, its price drops 60 per cent. The company tries to deal in baby "futures" at least three to four months ahead.

The firm of William M. Proffitt, East Orange, New Jersey, specializes in lists for fund-raising purposes. Its deluxe lists of better givers, of course, are slightly more expensive than those of run-of-the-mill contributors. Its lists are not always of persons who've donated to other causes

Smart Sales Executive!

*He planned his
Business Meeting
in the*

sparkling new



4-Seasons Room

Business meetings of any size take on a special meaning when they are held in the newly remodeled and air-conditioned FOUR-SEASONS ROOM of the Stock Yard Inn. Excellent menu and moderate prices appeal to every sales budget!

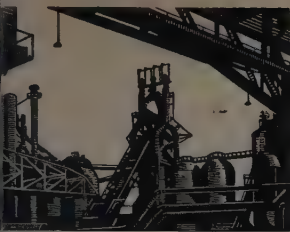
Stock Yard Inn

Home of the
Internationally Famous
Sirloin Room

Banquet prices tailored to fit your budget

Check Now for Availabilities . . . YARDS 7-5580

(Continued on page 31)



Industrial Developments

... in the Chicago Area

ESTMENTS in industrial plant facilities during January totaled \$20,000, which can be compared with \$11,756,000 in January, 1956. Projects covered by this total include construction of new plants, expansion of existing manufacturing and house facilities, and the acquisition of land or buildings for industrial purposes.

Standard Oil Company of Indiana will build its third ultraformer at its Whiting Refinery for the production of high octane gasoline. The new 21,000 barrel a day unit is expected to be completed early in March and will increase the Whiting Refinery capacity for blended high octane gasoline to a total of 6,000,000 barrels a day. The unit will be the largest ultraformer in Standard of Indiana's widely scattered facilities, about half of every gallon of gasoline produced at Whiting will be the product of an ultraformer process.

Union Air Products Company, a division of the Union Carbide and Chemical Corporation, is expanding its plant on Kennedy Avenue in East Chicago. The new facilities will increase the capacity of this plant for liquid oxygen, nitrogen and argon, approximately 1.4 billion cubic feet annually.

Crucible Steel Company, 4501 Cortland street, is adding 30,000 square feet of warehouse space and 100 square feet of office space to its plant. Edward R. Albert, architect; Campbell-Lowrie-Lautermilch Co., general contractor.

Marino Megowen Biscuit Company, 4500 West Division Street, is building a new factory at the North corner of Caldwell avenue and

Howard street in Niles, on a site the company purchased approximately two years ago. This large plant, containing 250,000 square feet of floor area, will be started toward the end of February, and will become the company's principal plant when completed. Klefsstad Engineering Company, architect and builder.

• **Powell Muffler Company**, 2501 West 24th Street, is erecting a new plant at 4225 West District Blvd. in the Central Manufacturing District. The one-story building will contain approximately 50,000 square feet of floor area and will be completed in May. A. Epstein and Sons, Inc., architect and engineer; Poirot Construction Company, general contractor.

• **Brody Seating Company**, manufacturer of chairs, tables, booths, etc., located at 2127 W. Iowa street, has purchased the 200,000 square foot building on the southeast corner of Menard and Dickens avenues. The building was formerly occupied by Raytheon Manufacturing Company. Brody will move its entire operations to the building by the end of February.

• **Method Manufacturing Corporation**, 2021 Churchill street, is erecting a new plant in Harwood Heights at 7433 W. Wilson avenue which will contain 40,000 square feet of floor area. The company manufactures electronic components and circuits, vacuum tube sockets and accessories. Klefsstad Engineering Company, engineer.

• **Guardite Corporation** of Chicago, 9535 S. Cottage Grove avenue, has purchased a five-acre tract of land in the Wheeling Industrial District where it will erect a 40,000

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One-Story 285,000 Sq. Ft.

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square foot manufacturing plant. Engineering, research and manufacturing activities will be consolidated in the new building for the production of vacuum process equipment. Eiger Realty Company and Herzog Realty Company, brokers.

• **Shanin Company**, printer and lithographer located at 5459 W. Lake street, will erect a printing plant and office building at Lincoln avenue and Arthur street. The new plant will contain 30,000 square feet of floor area and will embody the latest techniques in printing and lithography. Bennett and Kahnweiler, broker.

• **Bloomfield Industries, Inc.**, 4546 W. 47th street, in the Central Manufacturing District, will add 30,000 square feet of floor area to its

plant in the spring. The Company manufactures hotel and institutional supplies. A. Epstein and Sons, Inc., architect and engineer.

• **Dekker Brish Millwork Co.**, in Dolton, is adding 30,000 square feet of warehouse space to its plant. John Hubbard, architect.

• **Wisconsin Can Company**, 5437 S. Massasoit avenue, is erecting a 27,000 square foot addition to its plant for increased manufacturing floor space. A. E. Strobel, architect.

• **Carl Jacobson and Company**, 1717 W. 115th street, manufacturer of metal door frames and gutters, is expanding its plant with the addition of 32,000 square feet of floor area. The additional floor space will

be devoted to production facilities. Floyd Evans, architect.

• **Helmco, Inc.**, 7400 W. Lawrence avenue, Harwood Heights, is adding 20,000 square feet of floor space to its plant which produces soda fountain equipment. Klefstad Engineering Company, architect and engineer.

• **W. J. Haertel and Company**, 83 W. Eastman street, is erecting a new factory and warehouse building at Melrose Park which will contain 18,000 square feet of floor area and will be located north of North avenue between 15th and 17th avenues. The company manufactures mechanical suspensions for the erection of architectural materials.

• **Markstone Manufacturing Company**, 2460 W. George street, has acquired a four-story building at 1531 N. Kingsbury street containing 66,000 square feet of floor area. Markstone makes fluorescent lighting equipment, and will move all its operation in the Chicago area to its newly acquired building. A. J. Milton, broker.

• **Johnston and Jennings Foundation Corporation**, Division of Conlon Moore Corporation, has purchased an industrial plant in Chicago Heights, at 499 E. 16th street. The building contains 21,000 square feet of floor area on four acres of land and will be extensively remodeled including the installation of new equipment.

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LAKE & LOOMIS STS.

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Strips
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Scrap

NEvada 8-4100

LOU STEEL PRODUCTS
COMPANY

923 S. KOSTNER AVE., CHICAGO 24, ILL.

Here, There and Everywhere

(Continued from page 8)

tary of Commerce. While production declined, both shipments and new orders during the third quarter were less than the output, and gross millstocks of lumber increased eight per cent. Third quarter 1956 production of an estimated 9,752 million board feet of lumber was five per cent below the corresponding 1955 period. Shipments of lumber meanwhile, were down 12 per cent and new orders showed a decline of 13 per cent from year-ago levels. Pointing up the demand-supply situation, unfilled orders for lumber equalled 20 per cent of gross millstocks at the end of September, 1956.

pared with 23 per cent at the
of June, 1956, and 26 per cent
September 30, 1955.

Squeezing To Record — More
sons will squeeze more products
of fold-up metal tubes in 1957
n ever before according to the
lapsible Tube Manufacturers
uncil. The industry made up of

16 companies with 20 plants in 12
states, produced a record 1,046,152,
148 metal tubes in 1955, and 1956
output has been topping comparable
figures. Dentifrices, pharmaceuticals,
and household and industrial prod-
ucts account for the largest share of
tube use. Cosmetics, shaving cream
and food products make up the re-
mainder.

Mailing Lists

(Continued from page 28)

he past, either. "One of our most
successful fund-raising lists, in fact,"
company official recalls, "was of
sons who'd bought luxury foods
mail."

Boyd's City Dispatch Inc. of New
ark City, which started off in busi-
s as a private post office back in
0 but had to quit this activity when
government monopolized it near
end of the century, likes wealthy
ks. It started specializing on their
nes and addresses just after the
il War when a big steamship line
gested use of its change-of-address
ords for helping it to solicit cus-

tomers for a gala round-the-world
cruise. Boyd's current catalog offers
a list of 16,000 U. S. millionaires for
\$425, which works out to just under
\$40 a thousand; a list of people
worth anywhere from \$50,000 on up
costs but \$30 a thousand.

Technology is giving the list busi-
ness more and more of a helping
hand all the time through the crea-
tion of such automated filers and se-
lectors as the I.B.M. punch card ma-
chines. A leading authority in the
industry, Larry Chait, a vice presi-
dent of Polk, is hopeful that some-
time within the next five to ten
years, equipment based on a more

manageable spindle of tape will be
developed that will permit the keep-
ing of basic data on practically every
consumer in the land. A machine of
this kind would be capable at the
mere pressing of a button, says he, of
producing the names and addresses
of individuals with almost any com-
bination of economic qualities, be
they owners of vintage automobiles
or of new homes with spacious gar-
dens around them.

A development of these propor-
tions, says Mr. Chait, "would bring
an entirely new dimension to mar-
keting." Mr. Chait already has a
pretty good idea of what this might
mean to the business world. His own
firm currently employs some 4,000
people full-time, half its total em-
ploye force, interviewing some 12
million families a year — more than
the U. S. Census Bureau itself aver-
ages — for such basic data as their
status in life (housewife, or student),
whether they own homes or not,
have telephones. All in all, his firm
is currently spending close to \$10
million a year gathering and collect-
ing up-to-date information on that
all-important soul, the American
consumer.

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JUST ADD WATER (Hot or Cold)

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Lemonade	Sugar
Instant Tea	Stir Sticks
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and price list of the beverages
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The Firestone Tire & Rubber Company

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If employee participation in *your* Payroll Savings Plan is less than 50%...or, if *your* employees do not now have the opportunity to build for their future through the systematic purchase of U.S. Savings Bonds...a letter to: Savings Bonds Division, U.S. Treasury Department, Washington, D. C., will bring prompt assistance from your State Director. He will be glad to help you put on a person-to-person canvass that will put an application blank in the hands of every employee. This is all you have to do. Your men and women will do the rest, because they will welcome the opportunity to build for personal and national security.

COMMERCE MAGAZINE



Transportation and Traffic



THE Eastern and Western Railroads have filed a petition for the Interstate Commerce Commission to amend and supplement their original petition in Ex Parte 206—Increased Freight Rates, Eastern and Western Territories, 1956. The amended petition will increase rates and charges in Eastern and Western territories by 22 per cent and the rates and charges in effect as of December 27, 1956. There is no increase included in the amended petition for certain maximum increases. The Interstate Commerce Commission on November 28, 1956, allowed an emergency increase to become effective as follows: Eastern territory seven per cent; Western territory five per cent; all interterritorial traffic five per cent. On January 17 the Interstate Commerce Commission announced the following revised dates for the various phases of the case: Supplemental verified statements of carriers due February 1, 1957; verified statements in opposition due March 16, 1957; cross-examination hearing at Washington, D. C., April 8, 1957; re-examination hearing at San Francisco, California, April 17, 1957; memorandum briefs and oral argument in Washington, D. C., May 1, 1957. The cross-examination hearing previously scheduled at Salt Lake City, Utah, has been cancelled.

Motor Carriers Act on Increases in Rates: Most of the motor carrier petitions have either approved or are considering increases in rates and charges comparable to the emergency increases authorized for the rail carriers in Ex Parte 206. The Interstate Central Motor Carriers Association has issued tariffs increasing rates and charges by 7 per cent effective February 10, 1957. The Central Committee of Central States Motor Freight Bureau has also approved a 7 per cent increase in rates and

charges. The General Rate Committee of Middlewest Motor Freight Bureau adopted a five per cent increase in rates and charges. This is the same amount that is under consideration by the General Rate Committee of Central and Southern Motor Freight Tariff Association.

• **Commissioners Mitchell and Walrath Renominated to Interstate Commerce Commission:** President Eisenhower sent to the Senate on January 14, 1957, the nominations of Commissioners Richard F. Mitchell and Laurence K. Walrath. Their terms of office will be for seven years and, if approved by the Senate, will expire on December 31, 1963. Commissioner Mitchell is a pre-Eisenhower appointee and Commissioner Walrath was appointed by President Eisenhower early last year to fill the unexpired term of Martin K. Elliott, who resigned.

• **National Classification Committee's Section 5a Application Approved:** Division 2 of the Interstate Commerce Commission has approved the Section 5a application, No. 61, of the National Classification Committee and it will become effective February 4, 1957. Approximately 5,100 motor common carriers make up the National Classification Committee, which establishes procedures for the joint consideration, initiation or establishment of classification ratings, rules and regulations applicable on property transported by common carriers between points in the United States.

• **Express Rate Increase Permitted to Become Effective:** A four per cent increase in rates of the Railway Express Agency, Inc., was permitted to become effective on December 27, 1956. The rate advance



on the job...

• Whether you're a shipper, a traveler, or both . . . the BURLINGTON is eager and able to serve you efficiently and effectively.

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was originally published to become effective December 17, 1956, but was voluntarily postponed by the agency to allow the full Interstate Commerce Commission time to consider the matter.

• **Owen Clarke Named Chairman** of I.C.C. for 1957: Commissioner Owen Clarke has been elected chairman of the Interstate Commerce Commission for the year 1957. He will succeed Commissioner Anthony F. Arpaia.

Pre-emption

(Continued from page 14)

under Missouri common law and conspiracy statutes. The court granted the injunction. On appeal the Missouri Supreme Court held that the I.A.M. conduct violated the state's restraint of trade statute and as such was enjoined. The U. S. Supreme Court, however, reversed the state courts. In doing so it said the fact that the picketing was enjoined under a state anti-trust statute rather than a labor relations statute is not controlling on the issue of the state's right to handle the case. The particular picketing in this instance was within the N.L.R.B. jurisdiction, the Court concluded, and so the state court lacked authority to act.

The cases do not constitute a complete victory for organized labor, however. It must be stressed that the Supreme Court rulings only limit the power of the states to deal with peaceful picketing. The story is different when violence or mass picketing is involved. The high tribunal said so last June in affirming a Wisconsin injunction against the United Automobile Workers in connection with a strike at the Kohler Company. The fact that a union commits an unfair labor practice barred by federal law by engaging in violence, said the Court in a six to three decision, "does not take from the states power to prevent mass picketing, violence, and overt threats of violence. . . The states are the natural guardians of the public against violence. It is the local communities that suffer from the fear and loss occasioned by coercion and destruction. We would not interpret an act of Congress to leave them powerless to avert such emergencies without compelling directions to that effect."

In all situations where the U. S. Supreme Court has invalidated injunctions against peaceful picketing, it appeared that the establishments involved had a sufficient impact upon interstate commerce to come within the scope of the jurisdiction

yardsticks established by the N.L.R.B. Although the Board has a statutory jurisdiction as wide as the commerce clause of the constitution it has not been exercising jurisdiction to the hilt of its authority. It has deliberately refrained from exercising jurisdiction over local bus and street car companies and other public utilities doing less than \$3,000,000 business a year. It stays entirely out of the hotel business. It declines jurisdiction over thousands of small manufacturing plants, retail stores and other establishments not doing dollar volume of business in interstate commerce sufficient to meet numerous specific standards devised by the Board, although it is reasonably clear as a matter of law that most of these enterprises are subject to N.L.R.B. legal authority.

Relatively few business establishments nowadays are beyond the reach of federal authority under the commerce clause of the constitution. Most employers receive materials directly or indirectly from outside the state, ship products directly or indirectly out of the state, or perform services affecting the flow of interstate commerce. Nobody knows how many employes work in the area, sometimes called the "no-man's land"—between the line of federal legal jurisdiction and the lines established by the N.L.R.B. policy. If the U. S. Supreme Court should reverse the Ohio and California courts and rule that the doctrine of pre-emption even precludes state action in this area, there will be a big vacuum. Government regulation of labor relations. Such a vacuum conceivably would be filled if the N.L.R.B. abandoned its policy of self-restraint. More likely, however, Congress would be expected to amend the Taft-Hartley Act to remove the vacuum.

States-rightsers were disappointed to learn that whenever Congress legislates within the limits of its constitutional power it may occupy the

to the exclusion of the states. They are not likely to be satisfied if "no-man's land" is saved for the states. What they want is something else. Even if they get a favorable Supreme Court ruling in the California and Ohio cases, their big drive in the next few years is likely to be federal legislation which will permit the states to exercise concurrent jurisdiction — over large firms directly involved in interstate commerce as well as small firms only affecting interstate commerce indirectly.

Throughout the pre-emption cases, the Supreme Court has emphasized the fact that Congress in legislating any problem can save alternative supplemental state remedies. The standard at this stage is for more "saving" provisions like the one relating to union shops in the Taft-Hartley Act. In that statute Congress outlawed the closed shop but made legal under certain well-defined conditions — the so-called union shops requiring employees to join the union only after they are hired; Congress provided, however, that nothing in the act shall authorize union action in any state which prohibits such by law.

tries in that state — because Congress said so.

If the pre-emption story has a moral, it is this: Dangers lie ahead for pressure groups which say "there ought to be a law" when they encounter a problem not covered by either state or federal statutes. Advocates of legislation need to stop, look, and listen more carefully than ever before. The choice of the legislative forum is of long-range importance. If they try for state action and fail, they may still seek help in Washington. If they go to Washing-

ton first, however, they may find themselves at the end of the road. Rarely do lobbyists get exactly what they want; most laws which come out of the legislative machine differ from the bills dropped into the hopper. If the advocates of new laws succeed in getting Congress to act but the legislation falls short of the mark, it may be too late to turn to the state legislatures or courts for relief. When Congress has the constitutional power to act at all, it has the power to occupy a field to the exclusion of state action.

What Makes A Job Worthwhile?

(Continued from page 15)

and working conditions. Many will also be influenced by the usefulness of their work. This may not seem quite so important at the age of 20 as it will at 40 or 60. For with age it becomes increasingly important to justify your life. Thus, it may be a great satisfaction to feel that your work has contributed to the happiness or well-being of others or aided in the achievement of some goal in

which you believe. Some people feel this much more strongly than others. It leads some into callings such as the church or teaching; fields in which other rewards are very limited. Others may not find or even seek usefulness in work but may find it in civic, charitable or religious service.

Respect: Perhaps related to, but

Railway Statute

In contrast, Congress omitted such provision when it amended the Railway Labor Act and deliberately rode state laws to legalize union shops. The railway statute covers airlines as well as railroads; such matters are not covered by the Taft-Hartley Act. Union shops are illegal under statutes or constitutions of 17 states, including Nebraska. The Nebraska constitution specifically says no person shall be denied employment because of refusal to join labor organization.

Some of the employees refused to join the railroad unions when the Union Pacific Railroad signed union shop contracts. They brought suit to gain the railroad from enforcing such contracts. Last May the U. S. Supreme Court, reversing the courts in Nebraska, held that when Congress made union shop contracts legal on the railroads, such contracts did not be made illegal nor vitiated by a state. Thus, the Nebraska constitutional guarantee cannot apply to railroad workers in that state because Congress said so — but it applies to employees in other indus-

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certainly not identical with, the wish to be useful is a desire for respect. Having the respect of our neighbors is not necessarily a virtue, and I am not sure just why it is of such importance to most of us, but I believe it is because of our own internal uncertainty. Those who are young and uncertain as to what goals are important may assume that the older generation is quite certain on such points. That is not true. Most of us go through our entire lives without real certainty as to whether we are living our lives as we should. This frightens us a little and we look to our neighbors as if to ask "How am I doing?" and the neighbors' respect is a great assurance and source of comfort.

Yet, not everyone needs this. If you are absolutely certain of your course, if you are wrapped up in a religious cause or obsessed with a desire for power, or have some other single and all important goal, you may not care what other people think. But most of us are likely to be without this singleness of purpose and hence we put great value on the respect of our neighbors.

Knowledge: You are also likely to want knowledge and a job that leads to increasing knowledge. In part, this is a desire for knowledge of the kind that can be utilized to business advantage, but it goes way beyond that. People seem to love to "be in the know" on what's going on even though such information offers no financial advantage. This kind of knowledge may be desired because it enables one to impress others, but even more because the mere fact of knowing gives some inner gratification, a feeling of participating in what is going on in the world.

Power: You may or may not have a desire for power. Power is often pictured as an evil goal, but I don't believe this is necessarily so. The power to destroy others is an evil goal—the power to help others is good.

The power most of us seek is the power to influence people in the direction of our own judgment or philosophy; the power, once we have arrived at a decision, to carry it out or have it carried out. To many this is an important source of satisfaction

for it gives significance to our identity.

Challenge: You may want challenge, by which I mean something beyond routine—a series of varying problems which require you to analyze the situation, to call upon your imagination to find a solution, and use your strength, either physical or intellectual, to make that solution work. But many do not want much challenge. Furthermore, your desire for challenge will be less ten, twenty, thirty or forty years from now than today, for you will have less energy and will be inclined to prefer the certain to the unknown.

Independence: You will want independence; indeed, without some degree of independence we would lose all our identity. But the degree of importance we attribute to this varies widely. I have a friend and very charming one who, when the sun shines and the wind is high in the spring, must drop his work and walk the woods and the growing fields. This need for freedom and independence is very strong in his



we're a big frog in the biggest puddle

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several other friends who have
ed down excellent opportuni-
in large business concerns to
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l business for fear that the
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a reward greater than the minor
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security: You will also want secu-
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merican. This is equally ridiculous.
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a the fact that security and inde-
pendence are largely opposites. You
achieve either one except at the
ense of the other. There is no
lute security except in death,
perhaps the most secure living
is the one in jail—but he has
little freedom. Yet, the man
absolute freedom has no secu-
for freedom involves the oppor-
ty to make mistakes, mistakes
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on that we assume—a wife, a
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old age.” The relative weights
give to freedom and security may
influence your decision as to the
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of such electronic equipment was produced in 1956, a material advance from the \$660 million produced in 1955 and a sharp increase above the \$570 million in 1954. This upward trend should accelerate in the years ahead and a \$1 billion output of electronic equipment for industry use appears reasonable for 1957.

• **Effect of Taxes and Inflation** — Incomes have had to move up a long way since 1939 simply to offset rising taxes and inflation, according to the National Industrial Conference Board. The Board finds that to maintain the same after-tax purchasing power as in 1939, a married couple with two children who made \$3,000 then must now earn more than double. This wage earner, the chart points out, paid only \$30 in federal income and social security taxes in 1939, which left him \$2,970. To end up with the equivalent today, he would have to gross \$6,122 a year, since taxes would take away \$669 and loss from depreciation of the dollar would be \$2,483.

The \$5,000-a-year family in 1939 paid Uncle Sam \$59 in taxes; kept \$4,941. It now takes \$10,583 to match this. Of this income, the government collects \$1,511, while inflation's toll is \$4,131. Similarly, a couple earning \$10,000 before the war hasn't held its own if income has failed to reach \$22,428. For this family, taxes have jumped from \$269 to \$4,562, and the loss from inflation is \$8,135.

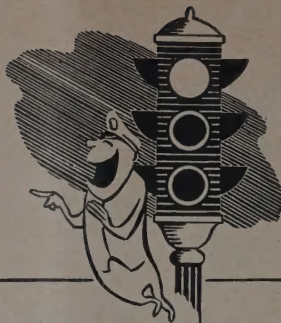
In the higher brackets, even greater increases in earnings are required to maintain the status quo. For example, the \$25,000-a-year family, who had \$23,273 left after deductions in 1939, now needs \$67,727. Of this amount, \$19,456 represents dollar depreciation; \$24,998, current taxes.

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Stop me... If...



A correspondent tells of a business man who left his car in front of a hydrant with this note attached to the wheel: "I know I have parked illegally, but my whole business future depends on my getting to my office instantly. . . . 'Forgive us our trespasses.'—R.J."

When he climbed back into his car two hours later he found a parking violation ticket with another note which read: "My future also depends on my nailing illegal parkers. . . . 'Lead us not into temptation.'—Motor cycle officer W.B."

Two men, after spending more than an hour in a bar, were going great guns trading funny stories, when a bulldog hopped up onto an empty barstool. "Bartender," he shouted in perfect English (English bulldog, you know), "bring me a double Scotch on the rocks."

One of the men nudged the other. "Watch it," he mumbled behind his palm. "Go easy on the shaggy dog stories."

Customer: "I'd like to smother my wife with diamonds."

Jewelry Salesman: "There must be a cheaper way, sir."

Housewife— "Why should a big, strong man like you be begging?"

Hobo—"Lady, this is the only profession I know of, in which a gentleman can address a beautiful woman without an introduction."

The bright pupil looked long and thoughtfully at the school examination question which read: "State the number of tons of coal shipped out of the United States in any given year."

Then his brow cleared. He wrote: "1492—None."

"I know a man who has been married for thirty years and he spends every evening at home."

"That's what I call love."

"The doctor calls it paralysis."

Teacher: "Tommy, if I lay one egg on the table and two on the chair, how many will I have altogether?"

Tommy: "Personally, I don't think you can do it."

Doctor—"Your husband must have absolute rest and quiet. Here are some sleeping pills."

Wife—"Thank you, Doctor, when shall I give them to him?"

Doctor—"You don't give them to him—take them yourself."

Professor—"A wise man doubts everything. Only a fool is positive of everything he says."

Bright Student—"Are you sure of that, sir?"

Professor—"Positive."

Two men following a woman driver. "She's got her hand out the window," remarked one of the men. "What does that mean?"

"Only one thing for sure," replied the other. "The window is open."

The twins, five years old, had knelt for bedtime prayers. Little Clara prayed first, concluding: "Amen, Lord. And now stay tuned for Clarence."

The elevator girl always had a question or two for everybody.

"Do you see many strange sights?" asked the window cleaner.

"Yes," replied the man, "there's an office on the fourth floor where everybody's working."

The school teacher was trying to explain subtraction to her young charges.

"You have ten fingers," she said to small boy. "Suppose you had three less, then what would you have?"

"No music lessons," came the prompt reply.

Billy—"Don't you think it was nice Mrs. Smith to give me all this candy, Mom?"

Mom—"Yes, sonny, and I hope you were real polite to her."

Billy—"Sure, Mom. I told her I wish pop had met her before marrying you."

Young lady (to her escort)—"That's the fourth time you've gone back for my punch, Jim. Doesn't it embarrass you at all?"

Young man—"Why should it? I kept telling them it's for you."

"Daughter, is that young man serious his intentions?"

"Guess he must be, Dad; he's asked how much I make, what kind of meals I have, and how you and Mother are to live with."

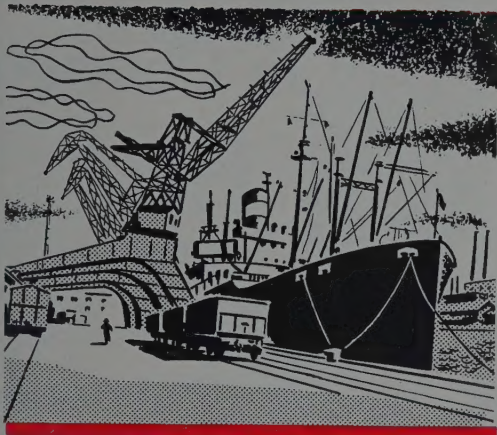
Golf pro: "Now just go through the motions without hitting the ball."

Beginner: "That's precisely the trouble I'm trying to overcome."



"Can you imagine, she didn't know her husband drank 'til he came home sober one night."

ALL THE *World* SHOULD KNOW...



MORE about Chicago's great future as an inland seaport.

MORE about the facilities building and to be built to make it the center of waterway transportation in Mid America.

MORE about its unmatched prospects for growth in all other forms of transportation.

MORE about its position as the biggest, most diversified and fastest growing industrial center in the world.

MORE about the hundreds of thousands of job opportunities of all types which Chicago's dynamic rate of growth will create in the years ahead.

MORE about its unparalleled advantages as a center of distribution.

MORE about the many projects under way and planned to make it a better place in which to live as well as work and do business.

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Chicago Association of Commerce and Industry

1 N. LaSalle St., Chicago 2

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What did the ladies' man learn on Valentine's Day in Chicago?

'Twas the season for red satin hearts, white lace frills, bended-knee gallantry and ankle-deep slop.

In other words, 'twas the sweet and slushy month of February.

But there was no sweetness in it for Henry Lacey of the Lacey Ladies' Specialty Shoppe. Henry had shot a Valentine hosiery ad into the Chicago Tribune, but it had fallen to the earth without bringing down a store full of customers.

So when Joe, the happy-hearted Romeo of the Tribune ad department, came calling, he found Henry waiting for him with a quiver full of venom-tipped arrows.

"Nevermore," quoth Henry. "Down with newspaper advertising. Up with window displays. They pay off better for hosiery!"

Obviously them was fighting words to Joe. So he did some reconnoitering and came back singing this rousing roundelay:

"Roses are red
Violets are blue
Feb's not the best month
To plug stockings for you."

And here's why:

"According to the Tribune's 'Timing & Planning Guide,'

February is a below par month for *all* hosiery advertising. Men do most of the pre-Valentine's Day

hosiery buying. But most men are last minute Casanovas who do their Valentine shopping on an impulse rather than a planned purchase basis."

"Year in year out, women do the big bulk of the hosiery buying," continued Joe, "so they're the ones to talk to in your advertising, and their buying habits the ones to consider when scheduling your ads. According to the Tribune's trusty Guide, December, November and May* are the biggest and best months for hosiery advertising."

"Thanks a lot for the tip, Joe!" exclaimed Henry. "After this I'll check my private hunches with your market information before scheduling items for ads. Evidently advertising is a lot like wooing women. Your success can depend a lot on timing."

"And speaking of tips," chimed in Joe. "How about wrapping up 3 pairs of nylons—size 9½. Today's Valentine's Day, you know, and thanks to you, my timing ought to be just right."

Now maybe you sell sabers or safety razors instead of stockings. But if you want *your* timing to be right on advertising them, remember to check with Joe. Nobody knows Chicago like the Tribune. Nothing sells Chicago like the Tribune. And Joe's the one to give the facts to you.

*When Easter is early, as it was in 1956, March will often exceed May.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

